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IDENTIFIERS *Pasadena City College CA

ABSTRACT

Focusing on the 5-year period from 1987 through 1991, this report provides data on Pasadena City College (PCC) in California, reviewing efforts and achievements in improving institutional productivity. Following a brief opening section discussing productivity trends and issues in the American workforce and in higher education, discussions are provided of overall college productivity, faculty effectiveness, student services, facilities improvement, energy conservation, community outreach, development of independent revenue resources, and outcomes of increased productivity. The following gains are highlighted: (1) student credit enrollment reached 24,033 in 1991-92, an increase of 18% since 1987-88; (2) in 1991-92, 75% of all classes were taught by full-time faculty, compared to only 68% in fall 1987; (3) in 1987, 308 faculty averaged 500 weekly classroom hours with students, while in 1991, 336 faculty averaged 531 weekly classroom hours; (4) in 1987-88, \$2,081,817 in financial aid was distributed among 1,768 students, and in 1991-92, \$5,425,316 was disbursed to 4,132 students; (5) during the 5-year period under study, library visits increased from 623,000 to 800,025 per year; (6) new facilities construction planned by the year 2000 includes a five-level parking structure, a Community Skills Center, a Child Development Center, a physical education facility, and a new library (to be completed in 1993); (7) the installation of a new classroom lighting system led to a rebate of \$15,304 from the local utility company; (8) pledge-drive dollars to the campus-run public radio station increased from \$25,000 to \$352,000 between fall 1987 and spring 1991; (9) in 1991-92, the Community Education division generated a surplus in its revenues of \$42,000; (9) annual income generated by the PCC Foundation increased from \$430,000 in 1986 to \$1.2 million in 1992; and (10) PCC has successfully balanced its budget every year for the past 5 years, and has maintained an operating surplus. (PAA)

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CITY COLLEGE

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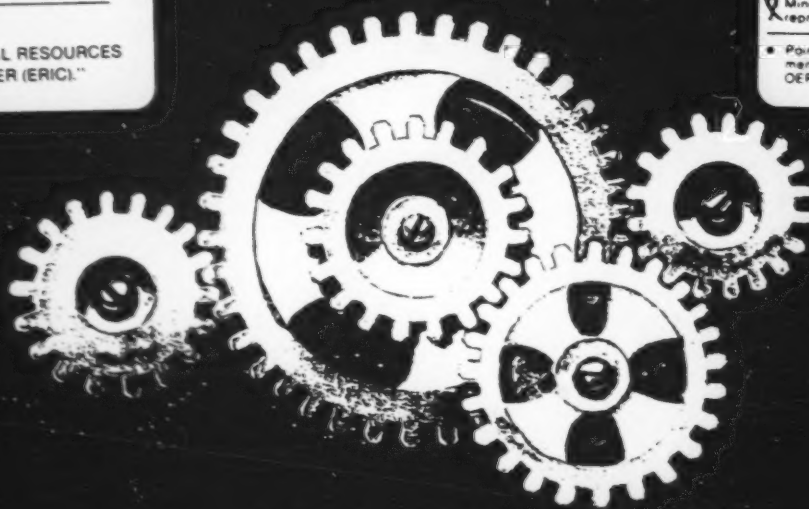
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Profile in Productivity

1987-1992

JC 930 293

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Pasadena City College was founded in 1924. Today the college serves a large urban area in the San Gabriel Valley in Los Angeles County. As a public, tax supported, two-year institution of higher education, Pasadena City College grants associate in arts and science degrees and certificates of completion in a wide variety of academic and vocational areas. Students complete their first two years of college coursework and transfer to four-year colleges and universities or they train for new job skills. Pasadena City College is one of the 107 community colleges serving the changing employment and educational needs of California. PCC has the eighth-largest student population among single campus community colleges in the country.

Measuring Productivity in Higher Education

During the thirty-year period following World War II (1945-75), the United States was a model of productivity for the world. The average American worker's productivity in that era increased at an annual rate of 2.3%, fueling dramatic growth in the national economy and sharply improving the standard of living.



But America's productivity has slowed noticeably in the last decade. In the 1980s, our productivity grew at an annual rate of only 0.8%; unfortunately, in some years, such as 1989, the national productivity actually declined. In a world market that has become extremely competitive, America's slower productivity rate is a serious national problem.

The issue of productivity must also become a matter of concern in higher education. In past decades, colleges and universities have been fortunate: new facilities were built, expensive equipment was purchased, and new faculty were added whenever the need arose. Growth was the norm, and productivity was almost a taboo topic in higher education.

Today, state and federal budgets for higher education are no longer generous. Red ink and budget deficits have resulted in dramatic declines in financial support for American colleges and universities. In its April 13, 1992, cover story, *TIME* magazine predicted: "By the year 2000, American colleges and

universities will be lean and mean, service-oriented and science-minded, multicultural and increasingly diverse—if they intend to survive their fiscal agony."

Therefore, American colleges and universities must look very closely at their expenditures; in fact, survival may depend upon improving productivity while retaining academic quality. Taxpayers are asking hard questions of American education to ensure that their tax dollars are being well spent. We in higher education cannot expect a blank check; accountability will be increasingly required of every academic institution.

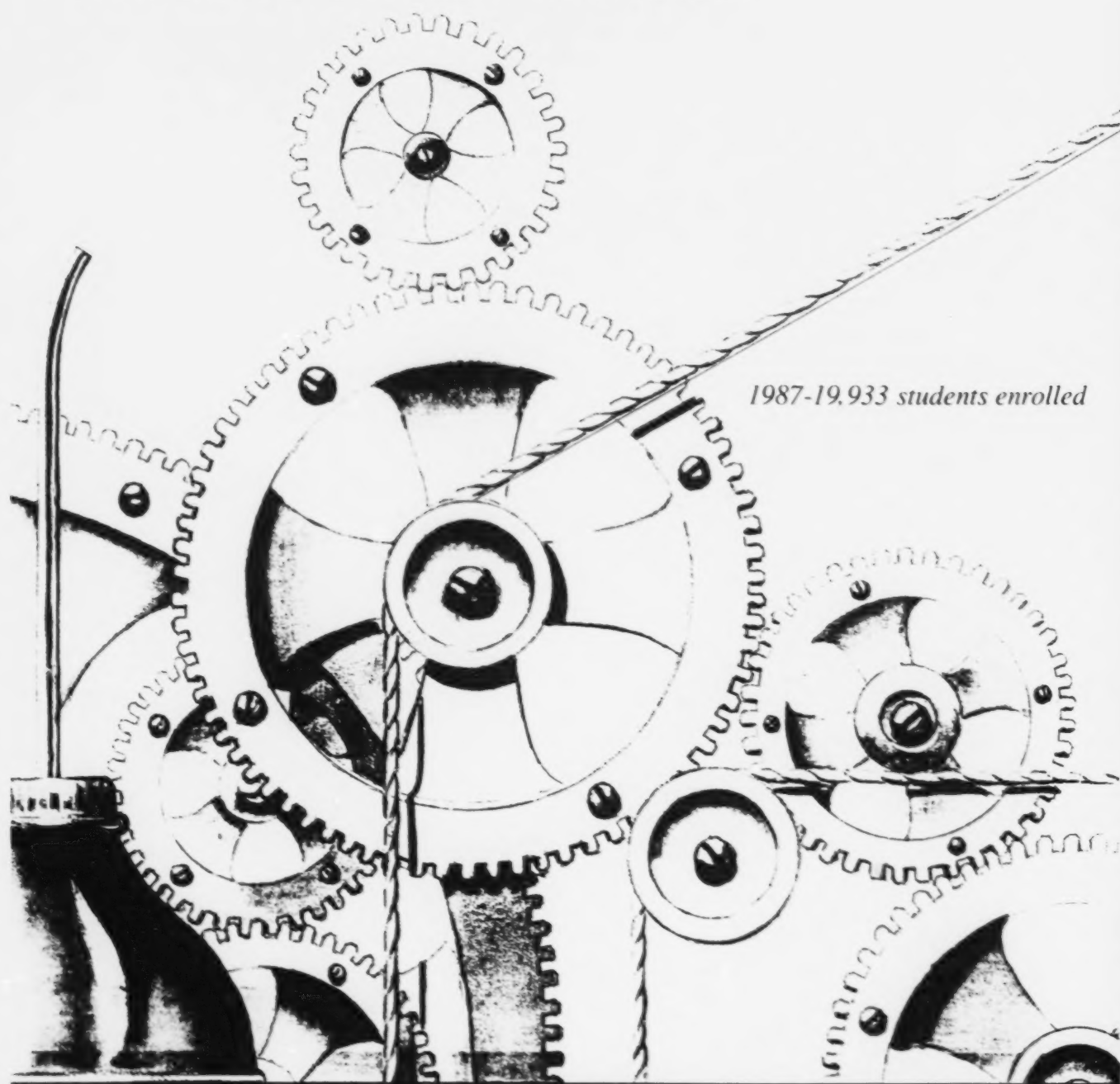
At Pasadena City College we are continually reviewing our institution to see if we are spending public funds responsibly. This five-year study of productivity at PCC is just such an analysis. After reading this report, we believe you will conclude that PCC spends its public funds very effectively. This has enabled us to place more money into instruction and less into administration and support staff, thereby improving the very heart of our college.

This report is arranged to analyze measures of productivity in a number of areas of the college. Space does not permit mention of every department in the college, but the areas enumerated are representative of the excellent work being done throughout the institution. This report concludes by indicating the results of this productivity: beneficial outcomes for students and staff alike. Our chief aim is to serve students more effectively by providing educational excellence within the funds available. We believe that we have done this successfully.

Dr. Jack Scott, Superintendent-President
Pasadena City College

Overall Productivity

INGENUITY, TECHNOLOGY, & A COMMITMENT TO
EXCELLENCE HELP TO ACCOMMODATE THE
DRAMATIC INCREASE IN STUDENT ENROLLMENT.



1987-19,933 students enrolled

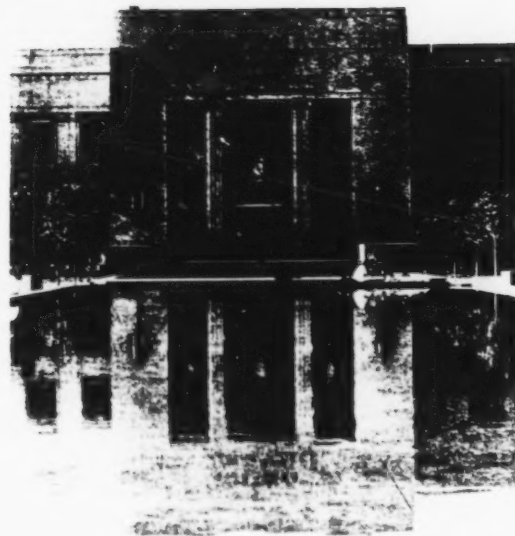
*Comparative annual tuition for full-time students in California
public higher education for 1992-93:

*Pasadena City College=\$300 * California State University=\$1,308 *
2 University of California=\$2,824

Since 1987, student enrollment has increased by 18%

1991-24,033 students enrolled

Enrollment at Pasadena City College has increased steadily over the past five years. At the beginning of the 1991-92 school year, 24,033 students were enrolled for college credit, an increase of 18% over the credit enrollment just five years ago. In addition, there are approximately 5,000 students seeking personal and/or professional enrichment through enrollment in non-credit courses.



PCC's growing student population places increasing demands on all of the college's resources: the faculty must teach more students; more admissions applications must be processed; there is increased demand for student services from the Learning Assistance Center, the Library, and the counseling staff.

The college is proud that in spite of this challenging growth pattern, its faculty and staff have successfully maintained PCC's commitment to academic excellence and quality services. In fact, the college has developed and implemented practices that have resulted in increased levels of productivity. Technology has aided this effort tremendously, as has the ingenuity of faculty and staff in developing efficient systems and procedures that enable them to serve more students.

The best measure of Pasadena City College's productivity is the students' high level of satisfaction with the college. Their positive experiences build the reputation that is a major factor in the continuing increase in enrollment.

*Comparative annual costs to the state for educating a full-time student in California public higher education for 1990-91:

*Community Colleges=\$3,005 *California State University=\$7,678 *
University of California=\$12,750

Faculty Effectiveness

INSTRUCTION IS THE HEART OF THE COLLEGE
& THE FOCUS OF FACULTY COMMITMENT.

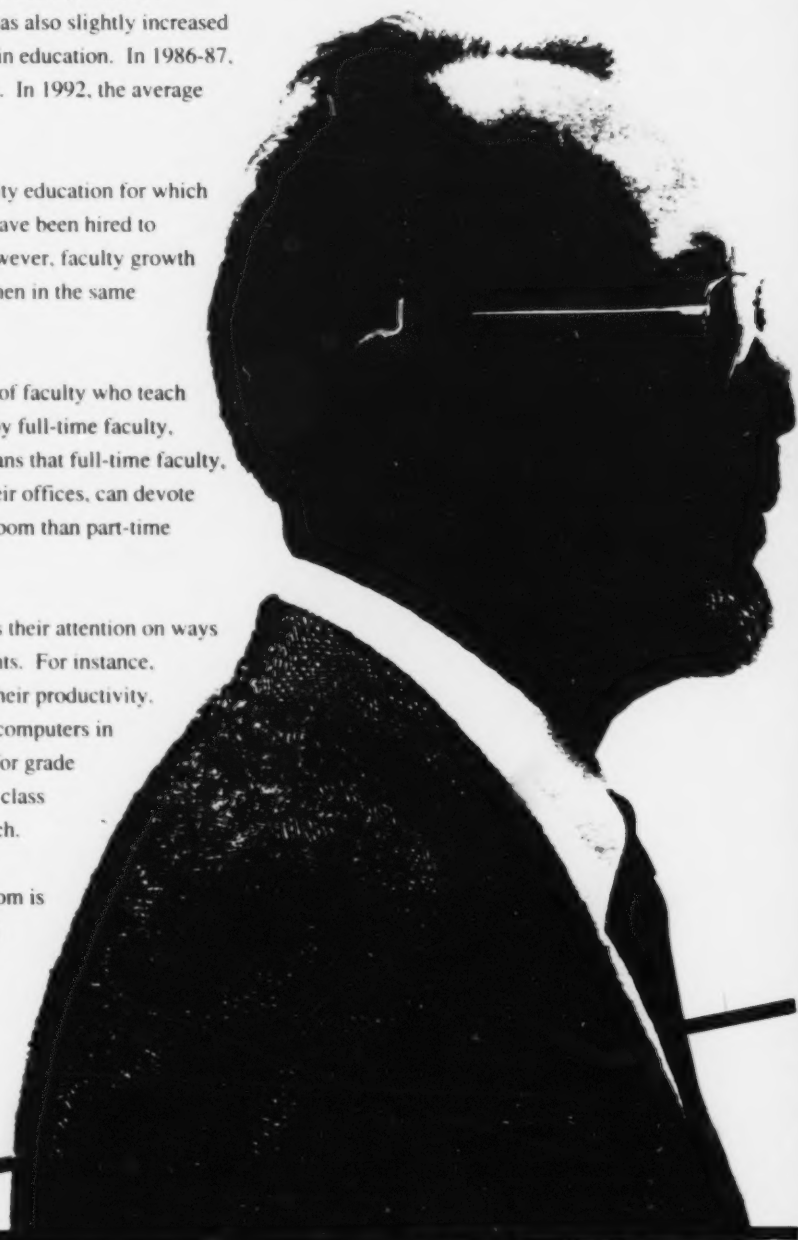
To accommodate its rapidly growing student population, Pasadena City College has carefully added to its faculty and has also slightly increased class sizes. Class size is always an important issue in education. In 1986-87, the average class size at the college was 29 students. In 1992, the average class size is approximately 31.

To ensure that students continue to receive the quality education for which Pasadena City College is noted, additional faculty have been hired to accommodate the growing number of students. However, faculty growth has only increased by 10% in the past five years, when in the same period student enrollment has grown by 18%.

Faculty growth, however, includes a larger number of faculty who teach full-time. In 1991-92, 75% of classes were taught by full-time faculty, compared to only 68% in the fall of 1987. This means that full-time faculty, who spend a minimum of five hours per week in their offices, can devote more hours to work with students outside the classroom than part-time faculty.

All Pasadena City College faculty have had to focus their attention on ways in which they could effectively educate more students. For instance, faculty have utilized new technologies to improve their productivity. In 1991-92 the college allocated \$272,231 to place computers in faculty offices. Many faculty are using computers for grade maintenance and reporting, as well as for preparing class materials, exams, handouts, networking, and research.

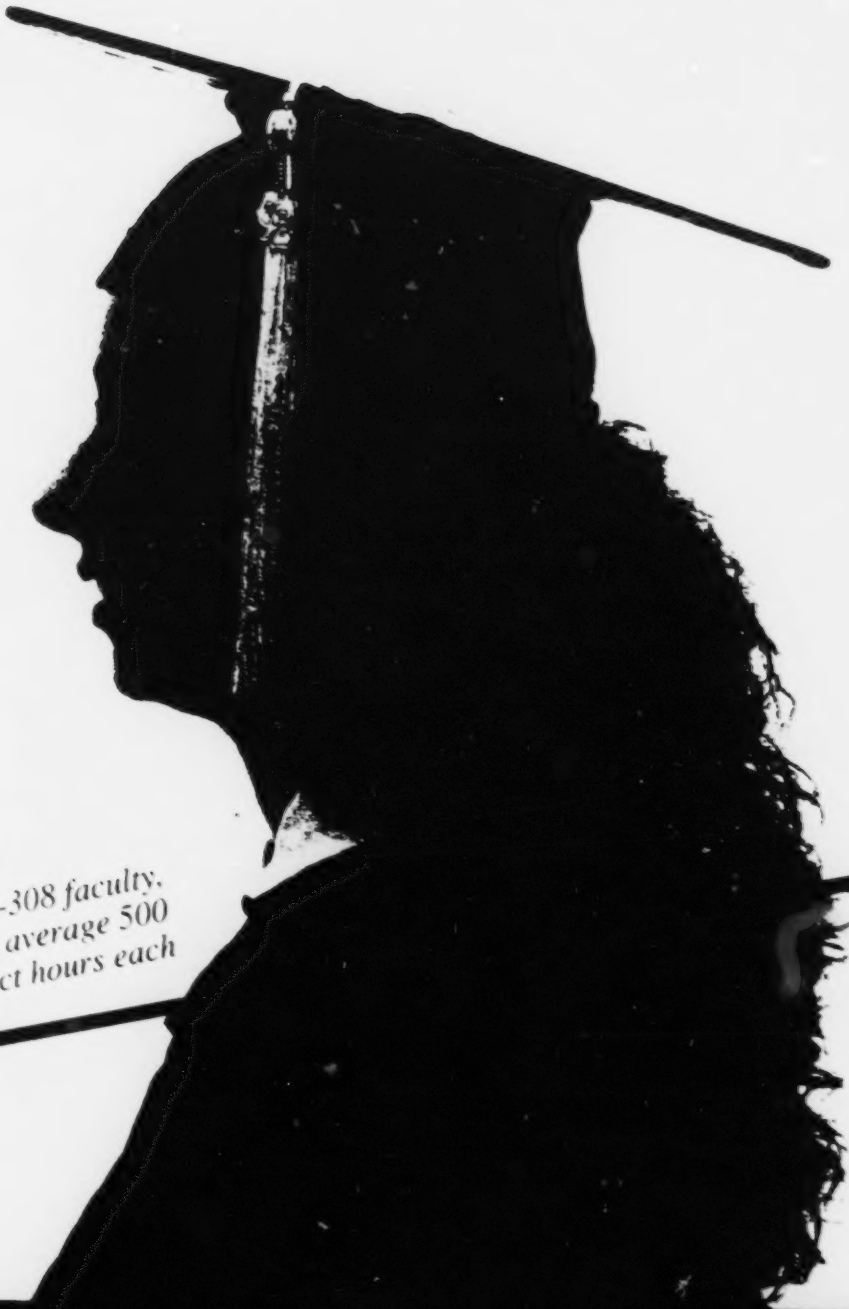
Another way of assuring productivity in the classroom is through program review, a process through which a committee of faculty and administrators from each academic and vocational department carefully evaluate course offerings in their respective areas. This process allows the college to determine in which areas classes can be selectively reduced or eliminated while maintaining a comprehensive curriculum.



Between 1987 and 1991, PCC added 29 new academic staff (faculty, counselors, librarians, administrators).

*1987-88=369 *1988-89=369 *1989-90=386 *1990-91=390 *1991-92=398

Faculty productivity is measured by the number of weekly classroom hours (contact hours) the instructor has with students.



1987-308 faculty.
average 500
contact hours each

1991-336 faculty.
average 531
contact hours each

Between 1987 and 1991, PCC added 17 new classified staff (maintenance, trades, professional, clerical and management).
*1987-88=324 *1988-89=333 *1989-90=336 *1990-91=340 *1991-92=341

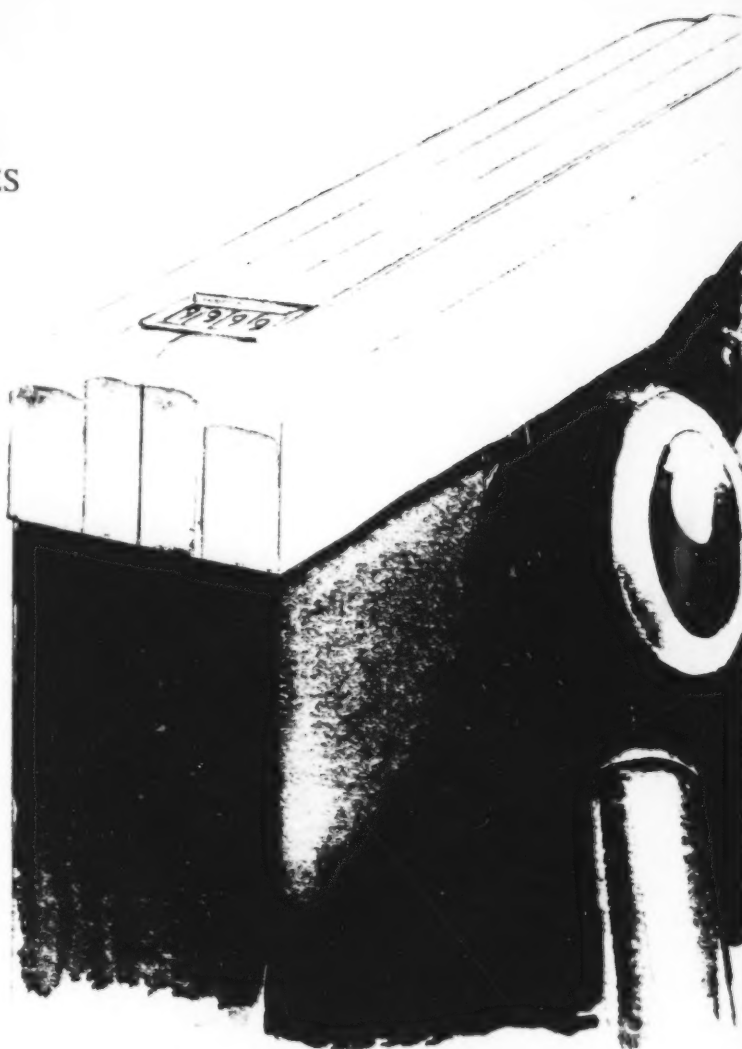
Student Services Productivity

NEW THINKING, CREATIVE APPROACHES, & A DEDICATED STAFF PROVIDE MORE SERVICES TO MORE STUDENTS.

PCC offers a wide range of support services which have a critical impact on student success. These include specialized academic, career, psychological, and tutorial counseling programs, and highly skilled support staff to process admissions applications, to maintain student records, and to supervise student government and club activities.

The substantial increase in enrollment during the past five years has had a significant impact on all of student services at PCC. The Admissions office, for instance, has observed that its contacts with prospective and current students grew from approximately 49,000 students in 1986-87 to over 60,000 students in 1991-92, an increase of 23%. Nearly every area of student services has reported similar increases in student contact. The Registration staff manages this increase in students needing service by streamlining the registration process. Continuing students may now register by mail. Future plans at the college include a telephone registration system.

Diminishing state funds have made it necessary to limit staff growth. Despite the minimal growth in the employment of student services and other support staff, it is impressive that these employees have been able to manage effectively the increase in the student population.

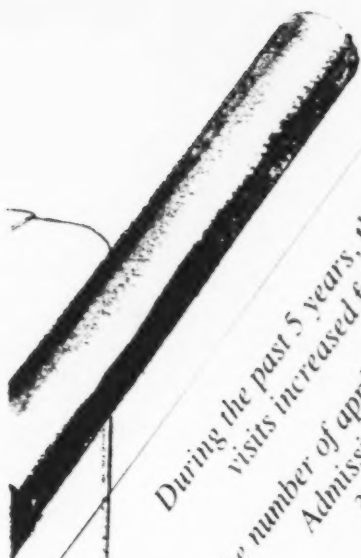


FINANCIAL AID

In these difficult economic times, many students would be unable to attend college without financial help. Pasadena City College is proud of its outstanding record in assisting students with their educational expenses. In 1991-92, PCC distributed over \$5 million in financial aid to its students. This represents not only federal and state funds for financial aid, but also generous scholarships given through private donations to the college. This sum represents one of the largest amounts of financial aid disbursed by any community college in California.

* In 1987-88, the Financial Aid office served 1,768 students . \$2,081,817 was disbursed, and average of \$1,777 per student.

* In 1991-92, the Financial Aid office served 4,132 students. \$5,425,316 was disbursed, an average of \$1,313 per student.



During the past 5 years, the number of library visits increased from 623,000 to 800,025. The number of applications processed by the Admissions office has increased from 31,300 in 1987 to 40,800 in 1992.



The ratio of counselors to students remains relatively unchanged.

COUNSELING AND LEARNING ASSISTANCE

The academic counseling staff has successfully managed the increase in the student population by implementing new procedures which free staff from administrative duties and allow them more time for individual consultation with students. A new computer program allows the counselors to plot out a plan for all the required courses for each student's educational objective. This automated system reduces the time this activity would take if it was handled manually.

The number of students seeking educational tutoring through the college's Learning Assistance Center has almost tripled over the past five years. In 1992, over 12,000 students are expected to visit the Center. However, the increase in the Center's productivity has resulted in a significant reduction in the cost per student in providing tutorial services.



***For the last four years (fall 1985 to spring 1989), PCC's retention rate has been well over 75%; that is, students are staying and completing courses. *The end-of-semester retention rate for fall 1991 reached an impressive 85%.**

Facilities Improvement & Energy Conservation

STRATEGIC PLANNING & ENERGY EFFICIENCY ARE TRANSFORMING THE PCC CAMPUS.



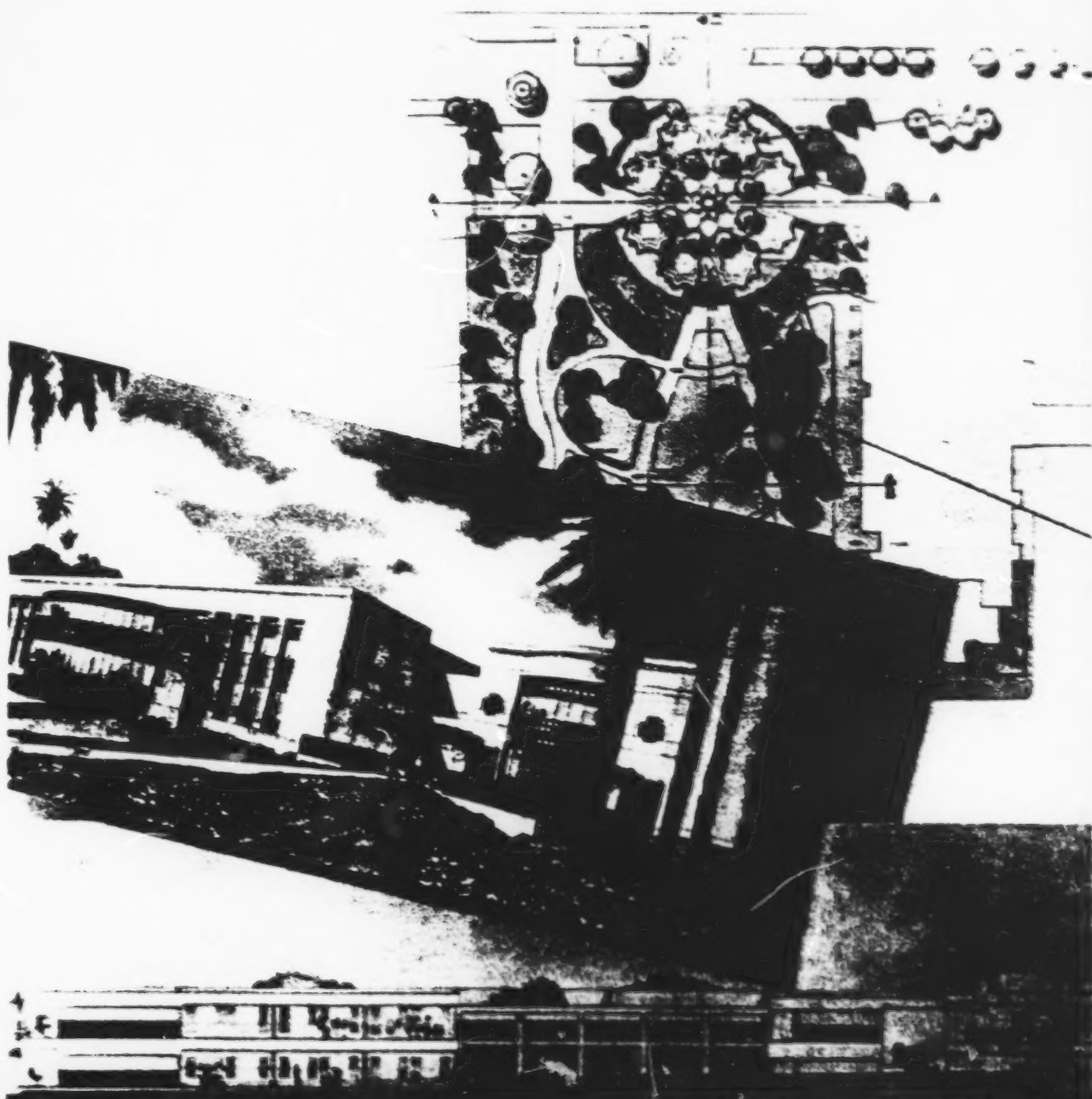
In addition to improving its productivity in fiscal and human resources, Pasadena City College has also assessed the condition of its facilities and its energy usage in an effort to cut costs. The result of this careful and comprehensive study was the development of a ten-year master plan for upgrading campus facilities coupled with an ongoing effort to seek more efficient energy usage.

The new PCC library, currently under construction, is the first element of the master plan. The library project is estimated at \$19 million and is scheduled for completion in 1993. A new physical education facility, a five-level parking structure, a Community Skills Center, and a Child Development Center are also part of the master plan. Several other campus buildings will be remodeled, and the grounds will be transformed with new lighting and landscaping.

By the year 2000, the college hopes that its master plan for facilities will be completed. It is an ambitious plan, requiring \$100 million. Generous private donations and state funding assure the college that the plan will become a reality and provide a higher-quality setting for instruction and training at PCC.

Pasadena City College has recently implemented several measures to make its use of energy resources more productive. By replacing existing lighting with more efficient systems and by installing water-efficient restroom equipment, the college has achieved a significant reduction in its electrical, gas, and water usage. As a result of installing new classroom lighting, for example, PCC recently received a rebate of \$15,304 from the local electric utility.

Timeline for PCC's Walter Shatford II Library: *August, 1989--Architect's concept *September, 1989--Funding approved *August, 1991--Bid awarded to Moran Construction Co. *September, 1991--Groundbreaking; construction begins *March 1993--Construction complete; equipment installation; existing equipment and books moved *May, 1993--Occupancy



Annual PCC utility consumption: *Electrical--1987=567 KWH per student, 1991=503 KWH per student
*Gas--1987=20 therms per student, 1991=17 therms per student
*Water--1987=2.6 units per student, 1991=1.8 units per student (1 unit=748 gallons)

Productivity in Community Outreach

PCC IS ABLE TO SERVE ITS MANY COMMUNITIES IN A HIGHLY COST-EFFECTIVE MANNER.

Pasadena City College's mission has always been to serve its various constituencies in a responsive and creative manner. However, with the current fiscal situation, community outreach programs must become self-supporting. PCC is proud that its programs geared toward the extended community have functioned in such a productive manner.

KPCC

KPCC, 89.3 FM, is a listener-supported National Public Radio affiliate operated by the Learning Resources department at Pasadena City College. It has received critical praise for its informational and cultural programming from its many listeners, as well as from radio broadcasting professionals. As a result of its outstanding programming and expanded service area, the station has experienced tremendous audience growth in the past five years. In fall 1987, KPCC had approximately 61,000 listeners. In spring 1991, the audience had grown to 200,000, an increase of more than 225%. In the same period, pledge drive dollars went up from \$25,000 to \$352,000 per year, a remarkable 1,300% growth.

At the same time that KPCC has dramatically increased its number of listeners, it has also expanded the scope of student involvement, providing students with a unique opportunity to train in a real-life environment. This growth in productivity has also enabled the college to decrease its level of financial support to the station.

ECONOMIC DEVELOPMENT

In response to businesses' need to provide on-going training for their employees, Pasadena City College established in 1990 a self-supporting division of its Office of Economic Development/ Vocational Education commonly referred to as contract education. This division delivers training and educational programs including business, computer software, and English as a second language courses at the worksite of a number of area businesses.

During its second year of operation in 1991-92, the division implemented 69 programs through 18 contracts, which generated over \$438,000 in gross income. Some of the clients served in 1991-92 included the City of Pasadena, Datatape, Pacific Bell, Jet Propulsion Laboratory, and Kaiser-Permanente.

Undoubtedly, the initial success of these contract education programs confirms employers' increasing awareness of the valuable resources a community college can provide for training and educating the area's workforce.

*In 1991, KPCC was the recipient of a \$7,500 grant from the Almanson Foundation for the California Artist Radio Theatre.

*In 1991-92, \$126,000 in contract education revenues was returned to the college from the Office of Economic Development.

These funds will be used to purchase institutional equipment: 13



COMMUNITY EDUCATION

Community Education is a self-supporting division of PCC, offering non-credit classes for personal enrichment. The classes are supported by a fee structure different and separate from the tuition and fees assessed for the college's academic and vocational courses.

The Community Education division has also succeeded in reducing its operating costs. In 1991-92, this operation generated \$802,000 in revenues. After subtracting both direct and indirect expenses of \$760,000, a balance of \$42,000 was returned to the college to be used in its instructional program.

In 1987, 2,300 KPCC members pledged a total of \$25,000.

In 1991, 12,300 KPCC members (a 225% increase) pledged \$352,000, a remarkable 1,300% increase in revenue.

Major Economic Development contracts for 1991-92: *Kaiser-
 Permanente=\$50,848 *JTPA=\$83,000 *Datatape=\$43,559 *Home
 Savings=\$18,135 *Pacific Bell=\$311,180

Development of Independent Revenue Resources

THE COLLEGE IS SECURING MORE INDEPENDENT SOURCES OF REVENUE TO SUPPLEMENT PUBLIC FUNDING.

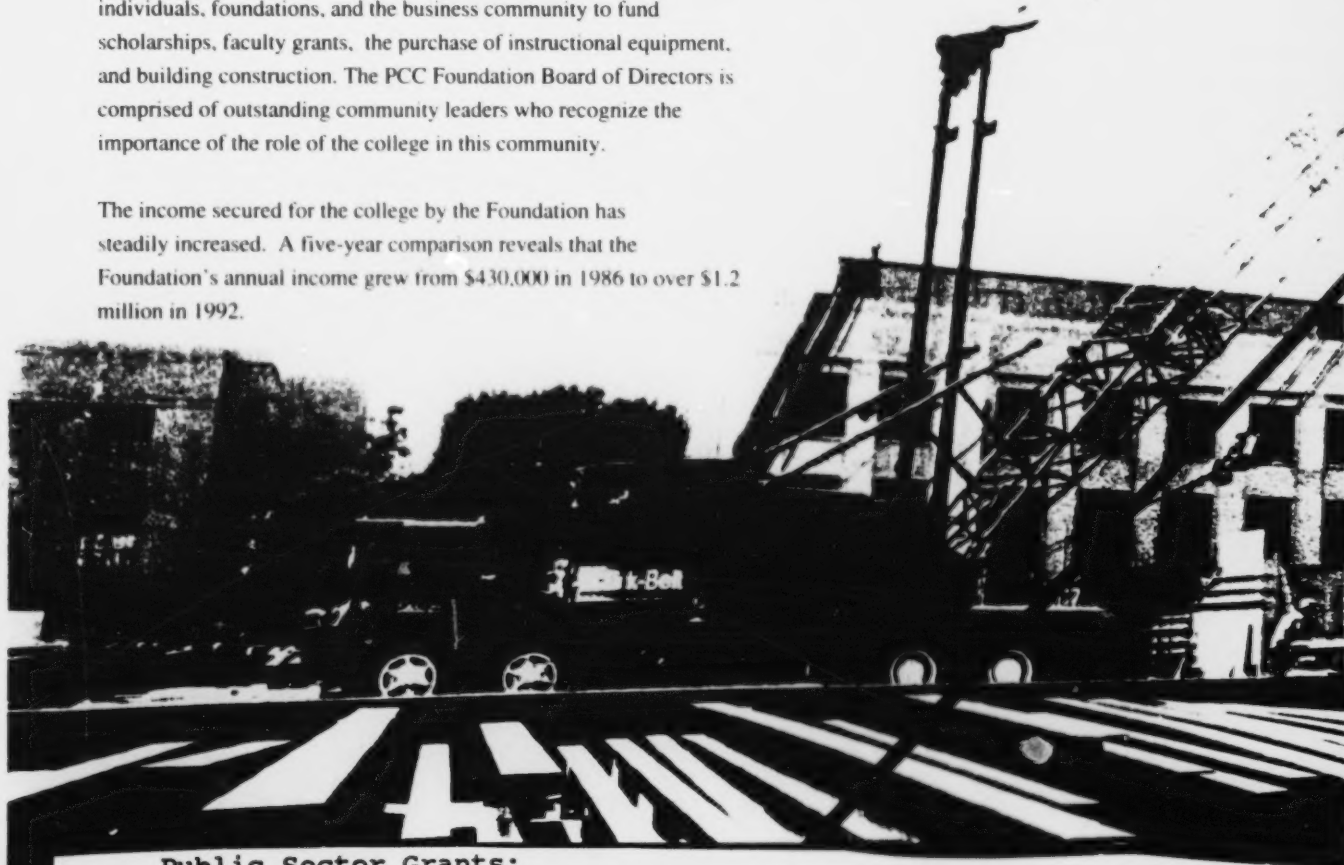
Due to limited state funding, the college realizes that it cannot rely on government funds alone for its operations. Consequently, Pasadena City College has implemented some ambitious efforts to raise funds to supplement its public funding.

PASADENA CITY COLLEGE FOUNDATION

In 1979, Pasadena City College established a non-profit foundation for the purposes of promoting the college, coordinating alumni relations, preparing grant proposals, and conducting private fund-raising on behalf of the college. The Foundation seeks donations from individuals, foundations, and the business community to fund scholarships, faculty grants, the purchase of instructional equipment, and building construction. The PCC Foundation Board of Directors is comprised of outstanding community leaders who recognize the importance of the role of the college in this community.

The income secured for the college by the Foundation has steadily increased. A five-year comparison reveals that the Foundation's annual income grew from \$430,000 in 1986 to over \$1.2 million in 1992.

The Foundation's most notable accomplishment to date has been its campaign to raise funds to complete the college's new Shatford Library. Through strong campus and community support, the Foundation raised \$1.5 million to achieve its goal in its first major capital campaign.



Public Sector Grants:

- *U.S. Department of Education, Title III=\$2.5 million
- *U.S. Department of Education=\$144,600
- *Employer-Based Training (state grant)=\$157,000
- *Child Development Center (state grant)=\$177,000



The PCC Foundation's annual income grew from \$430,000 in 1986 to over \$1.2 million in 1992.

GRANTS

Many state and federal agencies, as well as private foundations, are eager to assist colleges with the financing of viable, quality educational programs. These funding sources make awards to institutions which can successfully communicate their needs, objectives, and the planned implementation of desired programs.

In spite of heavy competition among educational institutions and other social agencies for these grants, Pasadena City College has been successful in receiving several prestigious grants. For example, PCC received a U.S. Department of Education grant of \$2.5 million, which will amount to approximately \$500,000 per year from 1991 through 1996.

Private Sector Grants: *Foster Youth Program - \$25,000 *Jameson Foundation - \$40,000 for PCC Sculpture Garden
*Kaiser Permanente - \$37,000 for the Nursing program * Pasadena Center Mural - \$23,200
*Berger Foundation - \$36,000 for microscopes and other materials for Life Sciences and Allied Health

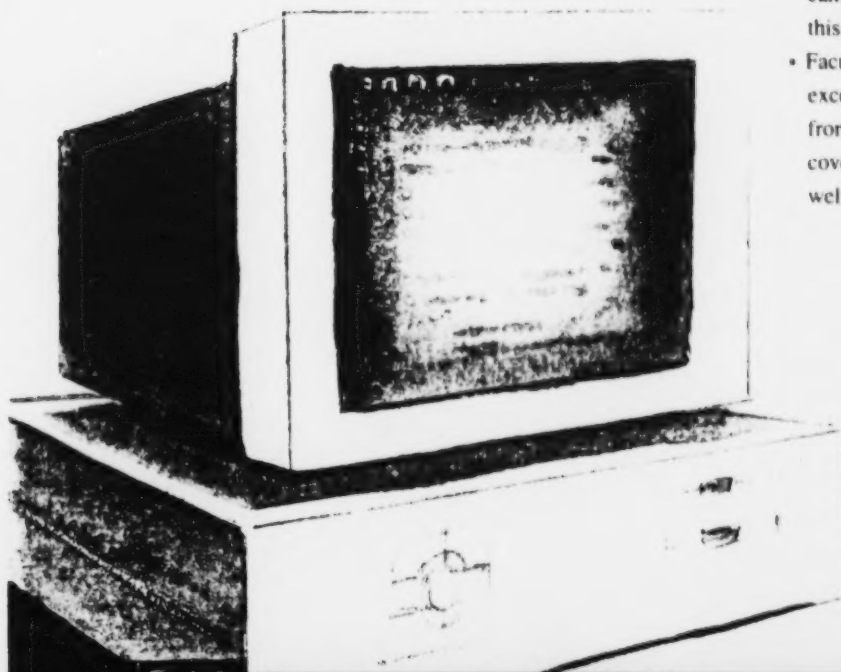
Outcomes of Productivity

INCREASED PRODUCTIVITY MAKES IT POSSIBLE FOR THE COLLEGE TO FOCUS RESOURCES ON INSTRUCTION & STUDENTS.

The preceding report offers a brief look at how Pasadena City College has become more productive. The college's motto might be: "We are not only working harder, we are working smarter."

But what is the significance of this increased effectiveness? PCC has made improvements in both its educational and physical environment for students, faculty, and staff. The increased level of productivity has made it possible for the college to save money, and thus to be able to release resources to accomplish the following:

- Since the heart of the college is instruction, funds have been allocated for the purchase of advanced and innovative instructional equipment—over \$4.5 million in the past five years.
- PCC has successfully balanced its budget every year for the past five years, with an operating surplus. This enables the college to maintain an emergency reserve which exceeds the five percent level recommended by the state.
- The college has implemented a master plan which involves construction of new buildings and refurbishing of existing facilities. This plan promises to transform Pasadena City College into one of the most beautiful and functional campuses in the state. The cost of completing this master plan is estimated at \$100 million.
- Faculty and staff salary increases have generally exceeded the cost-of-living adjustment received from the state, and the college has been able to cover the rapidly increasing costs of health and welfare benefits.



1987-88
\$750,000

*In general, PCC transfer students have a higher grade point average at California State University, Los Angeles in their junior year than the native students.

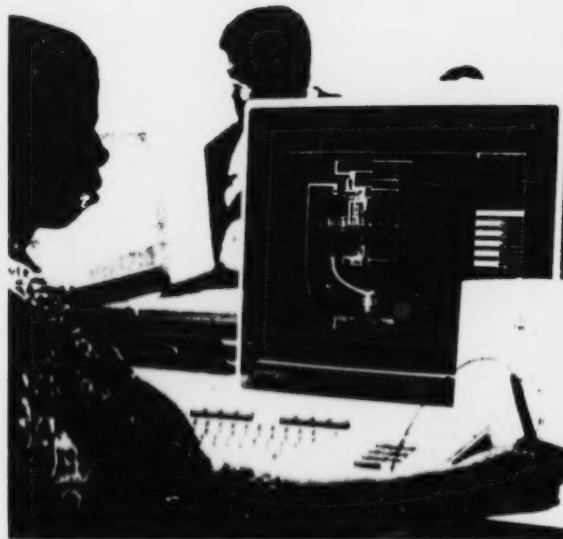
Dollars invested in new instructional equipment

1991-92
\$960,000

1989-90
\$820,000

Although California's community colleges are state-supported, the state strictly limits the amount of funding it will provide these institutions for enrollment growth. This limit on funding could result in stationary salaries or limited student access, and could force some institutions to forego necessary improvements.

PCC, however, by increasing its productivity, has been able to maintain its commitment to provide a quality environment for the campus community. This goal of educational excellence, combined with a careful analysis of expenditures, will remain the college's commitment as PCC confidently moves forward into the 21st century.



*Of all the 107 community colleges in California, PCC generally has the highest number of students transferring to the University of Southern California.

Completing the Profile

BUSINESS, INDUSTRY, STUDENTS & THE PUBLIC
ALL BENEFIT FROM PCC'S PRODUCTIVITY

This five-year study indicates the variety of ways in which Pasadena City College has effectively utilized tax dollars in a time of increasingly tighter state budgets. The study also indicates the emerging importance of private funds in maintaining the level of excellence for which PCC has become nationally known.

Over the next few years, the economic climate in the state of California may lead to declining state support for Pasadena City College. The generous support of individuals, alumni, businesses, and foundations will be even more important in maintaining the college's high level of service to the community.

PASADENA CITY COLLEGE

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